

## EMPLOYEE PERFORMANCE: A PERSPECTIVE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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### Abstract

*The purpose of this research is 1. To know the description OCB and Employee performance at CV. Jaya Indah Motor Jambi City. 2. To know the influence of OCB on employee performance on the CV. Jaya Indah Motor Jambi. The Method of this research is descriptive and quantitative analysis. The population in this research is the employees of CV. Jaya Indah Motor Jambi. Withdrawal of samples conducted in stratified random sampling. The total sample in this research is as much as 50 respondents. This research analyzes the influence of the independent variable X (OCB) to dependent variable Y (employee performance), can be described in a simple regression model. OCB on the CV. Jaya Indah Motor Jambi City is on high criteria with an average score of 141.4. Furthermore, the performance on the CV. Jaya Indah Motor Jambi City is in the medium criteria with an average score of 137.5. Based on the hypothesis test it is known that there is significant influence between OCB on employee performance on the CV. Jaya Indah Motor Jambi City.*

**Keywords:** organizational citizenship behavior (OCB), employee performance

### Introduction

All potential human resources influence the efforts of the organization in achieving its goals. How advanced technology, information development, availability of capital and adequate material, if without human resources it is difficult for the organization to achieve its goals. Given the importance of human resource factors within an organization, the workforce must be considered in such a way that it can be utilized in such a way as to be effective. Employees who have high morale will improve the life of the organization. The organization not only expects employees to be capable, competent and skilled but most importantly they want to work hard and want to achieve maximum work. Employee skills and abilities have no meaning for the organization if they do not want to work hard.

The achievement of company goals is influenced by the performance of the company's employees themselves. Performance is the result obtained by an organization whether the organization is profit oriented and nonprofit oriented (not oriented to profit) generated over a period of time. While the company's performance is the level of achievement of results in order to realize the company's goals.

Employees who tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom and feedback about how well they work will ultimately create a good performance. Job satisfaction with what employees get in the organization will shape employee commitment to the organization and then will be able to foster organizational citizenship behavior (OCB).

OCB is currently a very interesting subject in management literature because it can affect the effectiveness of organizational performance. A high level of employee OCB in the organization will reduce employee turnover and absenteeism, and can increase productivity, organizational efficiency and customer satisfaction. OCB is also influential in reducing production costs with more effective and efficient organizational performance.

The important role of OCB in organizations is that employees who have a high level of OCB will have a more effective and efficient performance from other organizations. The forming variables of OCB are related to employee performance. This is a very important thing needed in order to achieve organizational goals.

OCB is considered as a workplace behavior that matches a personal assessment that exceeds the basic work requirements of a person. They are often described as behaviors that exceed the demands of the task. The majority of OCB studies focus on the influence of OCB on individual and organizational performance that OCB is very important in organizational survival. The organ further details that organizational citizenship behavior can maximize the efficiency and productivity of employees and organizations that ultimately contribute to the effective functioning of an organization.

CV. Jaya Indah Motor which is the main dealer engaged in the sale of Suzuki cars. In order to carry out the company's operational activities, the role of CV. Jaya Indah Motor is very important. OCB behavior tends to see employees as social beings rather than selfish individuals. As social beings, humans have the ability to have empathy for their environment and harmonize the values they hold with the values held by their environment to maintain and enhance better social interaction. The following is the behavior of OCB on the CV. Jaya Indah Motor Jambi City: 1) Employees who help colleagues when work colleagues have difficulty completing work 2) Employees who participate in employee activities outside working hours. 3) Employees who are willing to replace their colleagues during recess.

The research purpose is:

1. To know the description of OCB and Employee performance at CV. Jaya Indah Motor Jambi City.
2. To know the influence of OCB on employee performance on the CV. Jaya Indah Motor Jambi City

### **Literature review**

Organ in Titisari (2014: 5) OCB is a free individual behavior, not directly or explicitly related to the reward system and can improve the effective functioning of the organization.

Bateman & Organ, in Harahap, 2010: 19 The first person to use the OCB term in 1983, as for the definition of OCB is a useful behavior carried out by an employee, independently of his provisions or obligations with the aim of helping people achieve their organizational goals

McShane & Von Glinow in Harahap, 2010: 20) OCB refers to behaviors that go beyond normal obligations from what should be done by employees. This includes avoiding unimportant conflicts, helping others without intending to be arrogant, doing heavy work patiently, getting involved in organizational activities and carrying out performance that is more than the normal task required. According to Organ in Titisari (2014: 7) are as follows: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue.

Janssen in Titisari (2014: 78) employee performance is as follows:

1. The quantity of Work: The amount of work done in a specified period.
2. Quality of Work: The quality of work achieved is based on the conditions of conformity and readiness.
3. Job Knowledge: Extensive knowledge of work and skills.
4. Creativeness: Authenticity of ideas raised and actions to solve problems that arise.
5. Cooperation: Willingness to cooperate with other people or fellow members of the organization.
6. Dependability: Awareness to be trusted in terms of attendance and work completion.
7. Initiative: Enthusiasm to carry out new tasks and increase their responsibilities.
8. Personal Qualities: This concerns personality, leadership, hospitality, and personal integrity.

Aldag and Reschke in Darto (2014: 12) OCB is an attitude or work behavior carried out by employees outside of their duties. This behavior is usually done if the employee has completed the task properly. OCB reflects that employees feel cared about other employees and the company, in this context OCB greatly influences the company because no matter how employees who have OCB will tend to make a good contribution to the company so that it can indirectly help the company carry out its operational processes and achieve the goals has been set.

According to Herminingsih (2012: 126) OCB is an organizational attitude related to contextual performance which has a significant influence on overall organizational effectiveness. According to Robbins (2008: 40) shows that organizations that have employees who have good OCB, will have better performance than other organizations. Reinforced by Podsakof et al. (2000: 544) which states that OCB can influence organizational performance in terms of:

1. Increase the productivity of colleagues.
2. Increase managerial productivity.
3. Efficient use of organizational resources for productive purposes.
4. Reducing the level of need for the provision of organizational resources for employee maintenance purposes.
5. As an effective basis for coordination activities between team members and between working groups.

As for the conceptual framework, the link between Organizational Citizenship Behavior (OCB) and Employee Performance can be seen in Figure 1 below :



**Figure 1. The conceptual framework of The Influence of Organizational Citizenship Behavior (OCB) and Employee Performance**

### Methods

Type of this research is descriptive research analysis or survey. The population in this research is the employees of CV Jaya Indah Motor Jambi. Withdrawal of samples conducted in stratified random sampling. The total sample in this research is as much as 50 respondents.

Types of data used in this study there are two kinds, namely (1) primary data, as the main data and (2) secondary data, as supporting data. Primary data, i.e. research data obtained directly from the source (not via media intermediaries) and the data collected specifically for answering questions in accordance with the wishes of researchers.

As for the description of the influence of the variable factors independent of the effectiveness of distribution channels (the dependent variable), can be described in a simple regression model are as follows :

$$Y = a + bX + e$$

Where: Y = Performance, X = OCB, a = constant, b = regression coefficient

### Result and Discussion

The results of calculations with the results of SPSS 20 are known as the following model equation  $Y = 12.252 + 0.983X + e$ . From this equation, it can be seen that there is a positive influence between OCB on performance on the CV. Jaya Indah Motor Jambi city. This fact is evidenced by the regression coefficient value of 0.983, meaning that every increase in OCB by 1% results in employee performance on the CV. Jaya Indah Motor will experience an increase of 98.3%.

**Table 1. Simple Linear Regression Analysis Test Results**

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	12.252	4.500	2.723	.010
	OCB	.983	.152	6.479	.000

a. Dependent Variable: PERFORMANCE

**Table 2. Correlation and Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. of Error of the Estimate
1	.720 <sup>a</sup>	.518	.506	4.22675

a. Predictors: (Constant), OCB

Based on the hypothesis test, it can be seen that OCB has a positive effect on performance. This is evidenced by the greater value of t with the value of t table ( $6.479 > 2.0226$ ) and with a significance level smaller than the value of  $\alpha$  (0.05) that is equal to 0.000. The results of this study are in line with the results of research conducted by Linda (2013) which states that OCB affects the performance of employees at PT. National Pension Savings Bank (BTPN) Main Branch of Manado and the results of this study in accordance with the opinions expressed by Robbins (2008: 40) show that organizations that have employees who have a good OCB, will have better performance than other organizations. R Square value of 0.518 means that OCB can only affect the performance of the CV. Jaya Indah Motor Jambi City amounted to 51.8% and the remaining 48.2% was influenced by other variables not examined in this study.

## Conclusion

Based on the analysis, some conclusions can be drawn as follows: OCB on the CV. Jaya Indah Motor Jambi City is on high criteria with an average score of 141.4. Furthermore, the performance on the CV. Jaya Indah Motor Jambi City is in the medium criteria with an average score of 137.5. Based on the hypothesis test it is known that there is significant influence between OCB on employee performance on the CV. Jaya Indah Motor Jambi City.

## Recommendations

The researcher suggested to the leadership of CV. Jaya Indah Motor Jambi City to improve OCB especially accuracy to work to get optimal work results. This suggestion is given based on the results of research on OCB with the civic virtue indicator getting the lowest score. The company calls on employees to work more optimally, especially in arranging work schedules so that work results are achieved.

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